



Feedback Results  
Your CompanyName Here  
2024

Sample Empl

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Results Generated by HR-Survey

November 2024

# Introduction

## What you will find in this report

This report contains the results of the 360-degree feedback collected from a combination of yourself, management, and peers. These results are presented in a variety of formats to help you identify your strengths, areas for development, and areas where your ratings may diverge from those of the individuals providing you feedback. Please recognize the time and effort your respondents put into providing you with this feedback, be open to their opinions, and be willing to use their feedback as a starting point for your learning and development.

## Goals of the 360 Degree Feedback

1. Increased mindfulness
2. Greater awareness of the leadership and management competencies the company is seeking to develop
3. Greater clarity about strengths to build on and areas to improve
4. Improved goal-setting for personal and professional development
5. More frequent and open communication between yourself and others about what is working well and what needs to be improved
6. Increased comfort with seeking and receiving feedback
7. Increased comfort with giving feedback

## Receiving Feedback

Hearing from others how they perceive you is challenging for everyone, especially if their perceptions are different from your own. Remember that their feedback is as much about them as about you. At the same time, others' perceptions of you form the real basis of your relationships. It is a precious gift to learn from others how they perceive you, for with that information you can begin to improve your relationships and teamwork on a truly solid foundation. Give your emotional responses to the feedback time to evolve and settle down, then begin the process of making sure you understand what others are saying.

## What is Feedforward and What to Do with Your Feedforward

Feedforward is the reverse exercise of feedback. It's the process of replacing positive or negative feedback with future-oriented solutions. In simple terms, it means focusing on the future instead of the past. During the upcoming Leadership sessions, you will have an extended opportunity to work with your coach to interpret your feedback and to begin to prioritize improvements you want to make.

At the end of the sessions, you will have dedicated time to factor these priorities into other session learnings to set a few focused, high-leverage goals and begin to think about how you will pursue those goals.

After the sessions, you should work with your coach to work on that pursuit.

You are encouraged to communicate further with your respondents, both to clarify the meaning of the feedback they have given you and to solicit their support on your self-development journey. Even when people have not self-identified, you can conduct general conversations in which you share what you've learned and seek their further feedforward.

# Managing Performance

**Defintion:**

Manages the performance of subordinates. Plans and sets goals and performance expectations for work outcomes; determines measures of performance and communicates those expectations to the employee. Measures and monitors performance and conducts regular performance reviews using standardized performance measures. Recognizes and rewards performance that exceeds expectations and implements remedial actions if necessary.

**Why it is important:**

Performance Management is an important supervisory skill that impacts business operations by setting expectations for achieving superior performance. It provides a framework for measuring work and motivating employees to achieve goals consistent with the organization's mission and values.

**Statements for Level:**

Determines the operational standards needed for performance of the job.; Aligns individual and team performance expectations with the organization's expectations.; Ensures employees are trained in areas where performance may be lacking.; Assesses employee performance against defined standards.; Reviews job performance shortly after completion of tasks.

**Provide any comments to help explain your answers.**

- \_\_\_\_\_ analyzes all situations before making a decision. Supervisor
- He communicates clearly, and is always willing to listen attentively. Peers
- \_\_\_\_\_ has grown and proven himself to be an effective leader in the imaging department. Peers
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate. Peers
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us. Direct Reports
- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive. Direct Reports
- \_\_\_\_\_ is honest, does what he says he is going to do and can be counted on to be timely in his communication. Other

# Initiative

**Defintion:**

Initiative is the ability to take appropriate actions and work proactively, often independently, and motivated by a desire to perform above expectations without being prompted by others to do so. Someone with initiative is a self-starter who independently takes advantage of opportunities and is motivated with a tenacious work ethic to be impactful.

**Why it is important:**

These individuals are catalysts for positive change in the organization, driving a business forward through their actions and mindset. Being a proactive and opportunistic self-starter enables you to achieve higher levels of performance.

**Statements for Level:**

Will continue to work on a problem even in the face of obstacles.; Volunteers time and effort toward the completion of important goals.; Immediately works to complete goals well before their deadline.; Takes on additional tasks without being asked or told to do so.; Is proactive when preparing for potential problems or critical events.

**Provide any comments to help explain your answers.**

- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with. Supervisor
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events. Peers
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction. Peers
- He has deep technical expertise in a number of areas of human resource management. Peers
- \_\_\_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues. Peers
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues. Direct Reports
- He is continually looking for ways to improve our service to our customers. Direct Reports
- \_\_\_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to him. Other

# Action

**Defintion:**

An action oriented individual is someone who quickly and decisively executes assignments/tasks without delay by being proactive, ambitious, tenacious, resourceful and focused on achieving results. This individual prefers action rather than passivity, preempts potential issues, takes the initiative and goes above and beyond what is expected of them.

**Why it is important:**

Proactive, Takes the Initiative, Is Decisive, Anticipates Needs, Manages time, organized, delegates, solves problems, resourceful, results-oriented

**Statements for Level:**

Works across organizational lines and boundaries to attain goals.; Avoids "Analysis Paralysis" through action.; Creates performance measures to ensure action by the department.; Takes responsibility for meeting performance standards.; Completes tasks on time in spite of delays in the process.

**Provide any comments to help explain your answers.**

- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual. Supervisor
- He does not settle- but will continue a search until the right fit is found. Peers
- \_\_\_\_\_ has the talent to use different Leadership styles to fit the situation. Peers
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes. Peers
- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him. Peers
- He is a great leader. Peers
- \_\_\_\_\_ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth. Direct Reports
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately. Direct Reports
- \_\_\_\_\_ is the best employee the department has employed. Other

# Feedback

## Defintion:

Accepts and provides evaluative or corrective information to improve performance.

## Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

## Statements for Level:

Considers other's opinion and suggestions.; Accepts the views of others.; Asks others for their ideas and opinions.; Seeks feedback to enhance performance.; Looks to others for input.

## Provide any comments to help explain your answers.

- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success. Supervisor
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do. Peers
- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate. Peers
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role. Peers
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss Peers
- He is a natural and perfect fit for the CFO position. Peers
- \_\_\_\_\_ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently. Direct Reports
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do! Direct Reports
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work. Other

# Clarity

## Defintion:

Is clear in written documents, public speaking, instructions, and performance evaluations. Able to express ideas effectively.

## Why it is important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

## Statements for Level:

Avoids creating ambiguity or mixed messages.; Maintains clarity in goals and objectives.; Makes sure goals and objectives are clearly and thoroughly explained and understood.; Checks details thoroughly.; Seeks to reduce ambiguity in messaging and documents.

## Provide any comments to help explain your answers.

- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under Elements of Improvement in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is also a great leader outside of the workplace providing educational classes to women on self defense and being aware of their surroundings. I have not worked with anyone like \_\_\_\_\_ who is so driven to serve others. \_\_\_\_\_ is a great mentor and example to those he supervises. Supervisor
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department. Peers
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers. Peers
- He has hired good people, and developed strong relationship's with finance. Peers
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them. Peers
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status. Peers
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership. Direct Reports
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports. Direct Reports
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis. Other